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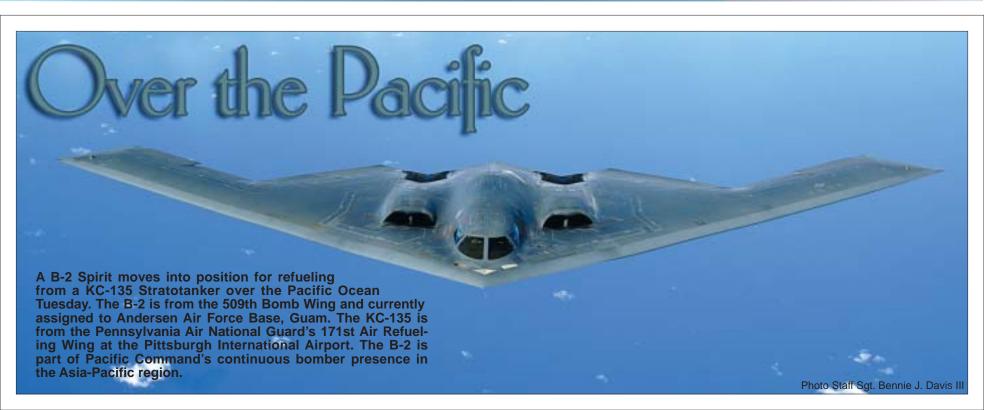




Photo by Airman 1st Class Lauren Padden

Adm. Mike Mullen, chief of naval operations, speaks to more than Base Community Council members BCC luncheon at Mission's End Wednesday.

Chief of naval operations:

Support of America, families key to success in war on terror

By 2nd Lt. Candace Cutrufo

509th Bomb Wing Public Affairs

The chief of naval operations visited Whiteman Wednesday, delivering a vision of a changing joint force led by innovative people with capabilities that will triumph over the global war on terrorism.

rains didn't Heavy Adm. Mike Mullen from speaking to more than 150 community representatives at the Base Community Council meeting at Mission's End and visiting small business owners in the local community at a Central Missouri State University luncheon.

"We are in a long war. I think it's going to go on for generations," said Admiral Mullen, who was introduced by Congressman Ike Skelton. "This is a group of people (terrorists) that cares for nothing that we care for, that stands for nothing that we stand for, that doesn't value anything we value."

It's up to the American people to be involved and lead in this war, and the burden rests heavily on the military's young servicemembers, the admiral said.

The admiral said servicemembers today are the best he's seen yet, even in the face of changing missions and technology, and he is optimistic about the future.

The military's humanitarian missions are rapidly changing public opinions abroad, a key to winning the war, he said.

The admiral referred to the recent humanitarian relief efforts in Indonesia after the Tsunami and in Pakistan after the devastating

earthquake as the biggest factors in changing public opinion internationally.

"The hearts and minds of those people changed because of the combined efforts of all the services and nongovernmental agencies," Admiral Mullen said. "It was dramatic. And that's what's going to win this war.'

"It's going to take a strong military, government and commitment, or else it will end up in our laps here."

After the relief efforts abroad, the military found itself again called to provide relief, this time at home during the aftermath of Hurricane Katrina.

"It was a real ignition for us to make some changes, look around and say, 'what should we be doing for our families in these times?" the admiral said.

Admiral Mullen also cited the support of the American people and of individual military families as one of the most important factors to strengthen the military's readi-

"A Sailor, Airmen, Soldier or Marine cannot do their job if things are going south at home," he said. "It's just not going to happen, and we can't afford that."

He said that during a three-day visit to Iraq, the most important question troops asked was, "Do the American people still support us?"

"I answered unequivocally, 'the American people do and will continue to support our fighting men and women," he said. "Your support here is felt there and it's something they pay a lot of attention to.'

Nuclear Surety Staff NSSAV: July 24-27 Assistance Visit NSSAV: July 24-27

SPIRIT TIMES

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Air Force Quiz

What is mentoring? (see answer below)

Dial 687-3119 or e-mail r.Line@whiteman.af.mil Whiteman's 9er Line provides a communication channel for you to obtain information and assistance in making Whiteman a better place to live and work Before calling the 9er Line, try to resolve your prob-lem with the responsible base agency. If you've exhausted all the normal avenues to resolve the situation, then call Col. Greg Biscone, 509th Bomb Wing commander, at 687-3119 or e-mail 9r.Line@whiteman.af.mil.

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Air Force Quiz answer

Commander's Comments -

Teams equal strength

By Col. Greg Biscone

509th Bomb Wing commander

he 509th Bomb Wing's strength depends on each individual's daily contribution.

From the professionalism you displayed during my visits to your workplaces this month to the positive feedback I've received from visiting inspectors and even the chief of naval operations this week, I'm well aware that you're making great contributions to our success.

Our wing is a large team made up of many smaller teams that accomplish diverse tasks. Small teams provide the production that occurs in this wing each

I'd like you to think about these smaller teams for a moment to understand a minor change that should help us make the work that you do even more effective, with a goal of reducing workload and improving readiness this year.

First, a note about work teams. Every day you join members of your squadron

to accomplish your unit's mission.

You meet to review what you must accomplish during your shift or duty day and discuss notes that help you live and work within the wing.

Your work team then steps out to begin production. Each team depends on its members to be experts and prepared to accomplish the task. We're pros, not amateurs.

So what's new? I'm chartering some teams made up of subject matter experts in each squadron and staff agencythese are people already managing these

These team members will be responsible to their commanders for ensuring the day-to-day work and training that is done among our squadrons makes sense and our preparation for deployments and combat are all well coordinated.

The difference is these team members will also coordinate work and share information between units and agencies, outside of the squadron.

We'll be able to share our best ideas to prevent having to invent or reinvent

the wheel for every change or challenge that pops up. Instead, we'll use each others' best ideas and tailor them to fit individual unit needs.

When will it happen and what type teams am I talking about?

By the end of June you'll know who your SMEs are for conventional readiness, emergency war order readiness, command and control, Airman development, wellness, fitness, safety, security, compliance and Workflow.

These are areas common to each squadron that may not directly relate to daily production but are critical to individual, unit and community strength.

So what's your responsibility with respect to these five teams?

Know who your squadron's SMEs are and give them feedback to help us improve the way we live and work. Just as in your primary job, you are an expert in understanding what this wing can do to make you and your function stronger and, in-turn, our wing.

Thanks for the assist!

A balanced approach

By Lt. Col. Paul Tibbets 393rd Bomb Squadron commander

What does a pilot do when he's not flying?

This is probably the most common question I get from those outside our community.

When I first came in the Air Force 17 years ago, the answer was different. We had more crewmembers, and not everyone had a duty to perform in addition to being the best combat aviator possi-

Now, in our small squadron at Whiteman, our pilots are part of a completely different dynamic.

Everyone maintains currency and proficiency in two aircraft, the B-2 and T-38, while also constantly honing their skills to execute two very different missions in the B-2 when called upon to do

Additionally, weapons system trainer flights are regularly conducted, and each member of the squadron has a primary duty to perform vital to its operation.

These include the operations officer, schedulers, training officers, safety officers, weapons officers and many others ... all full-time

jobs themselves.

As the Air Force draws down, more and more positions with tasks required to keep a squadron running are going unfilled, and the

work is falling on the shoulders of those who are left. Why do I tell you all

this? Well, we're busy. Actually, across the wing we're all busy. So with a little understanding of the inner workings of an ops squadron, I'd like to briefly discuss something that is more important today than ever before – a balanced

approach. The 393rd Expeditionary Bomb Squadron is currently deployed to Andersen Air Force Base, Guam, supporting Air Expeditionary Force one and two and U.S. Pacific Command's Continuous Bomber Presence mission.

We are helping to deter and dissuade any potential aggressor in the Western Pacific while enhancing security and demonstrating the United States' commitment to

While deployed, we have a unique opportunity to train with some of our friends and allies through joint and combined exercises. Although at home our pilots only release

live or inert weapons on approximately 15 percent of their training missions, the number here is closer to 50 percent.

We are integrating with the Navy, flying coordinating strike missions with the F-15E Strike Eagles, and strengthening relationships with Australians.

However, this just means we are busy here as well. What about the balance? There are three other areas that also deserve and require our attention:

■ Off duty time. I recently attended the Air Combat Command Squadron Commanders and Spouses Course, and one of the agenda items was a panel discussion with some sitting squadron commanders and first sergeants.

We eventually got on the subject of work hours, and how you balance time between the office and off duty. One of the panel members, a comptroller squadron commander, commented that for several reasons he was a class "B" bachelor and currently stationed at his duty location without his

He would work long hours into the night, but told his troops this was acceptable since his family was away, but they should not do the same.

After the panel discussion was over and these folks departed, our colonel mentor began the next session by addressing this situation.

He said, "You must always have a balance between work and off-duty activity, or you

will be less effective as a member of your unit, leader and mentor. This can have a negative affect on yourself and those around you.'

This goes for all of us, not just the commander. There are times when we must prioritize our job, but that should be the exception and not the norm. Whether single or married, we must all resist the temptation for all work and no play.

For those with kids, this is particularly important. While I would argue we are all part of a noble profession, a calling to something bigger than ourselves, our time wearing the uniform will end. And when it's over, I personally don't want to look back and wish I had gotten to know my children better, spent more time with my family, and prioritized differently. By then it's too late.

■ Physical fitness. Our senior leaders have been working hard to provide us a program to help us effectively manage our physical fitness.

The challenge, especially for a flying squadron, is to find time to get everyone together during duty hours while simultaneously conducting flying operations.

Most of our pilots mission plan for their B-2 flight the day prior, so one option we are looking at is to conduct physical training the morning of mission planning day. Not everyone can attend each day. but through a rotating schedule everyone will be afforded the time to work out. Then,

See Balance, Page 5

Newsline

Road repairs scheduled

In the Woodview neighborhood, several roads are scheduled for asphalt work.

These streets will be Titan Loop, Schilling Drive, Carswell Circle, March Drive, McConnell Lane and Westover Road between McConnell and March.

This project will mill and over lay the surface of the street and repair some curb and gutter. The work is scheduled to start Monday and continue for approximately six

Due to the large equipment and the nature of the work, there will be no parking on the streets where the repairs are in progress from 6:30 a.m.-7 p.m. daily.

Please exercise caution in construction zones. Large equipment will be used to remove and haul off the existing materials from demolition and installation of new

Please maintain control of children and pets during this time and reduce your vehicle speed to five mph in the construction These measures will ensure a safe working environment for both base members and construction workers.

For more information regarding these projects, contact Gary Hall, 509th Civil Engineer Squadron, at 687-6281.

Bunco

Ready to roll those dice with the Enlisted Spouses' Club? The fun begins at 7 p.m. June 9 at Mission's End with good food and plenty

Contact Tabitha Pleasants at tabithapleasants@hotmail.com or 563-4145 or visit www.whitemanesc.com.

Go vertical

Test your rock climbing skills at Outdoor Recreation June 13 from 6-9 p.m., hosted by the Enlisted Spouses' Club.

Contact Tabitha Pleasants for details at tabithapleasants@hotmail.com or 563-4145 or visit www.whitemanesc.com.

Free money offered

You gave away \$4,500 if you did not participate in off-duty education last year.

That is the amount the Air Force allows each member per fiscal year pursuing an asso-

ciate, bachelor or master's degree.

Not only did you lose \$4,500 but a recent study concluded that workers with bachelor's degrees earned about \$15,000 per year more than those who had completed some college with no degree.

To find out how you can be among the workers earning higher wages-come by or call the education center at 687-5750.

CLEP testing available

Don't have time to sit in a traditional classroom for your CCAF credits?

Did you know you can receive credits through the College Level Exam Program and DANTES? CCAF will accept up to 30 credits through CLEP and DANTES.

The Base Training and Education Services offers testing Mondays at 8:30 a.m. and Thursdays at noon.

There are 34 tests offered that the CCAF will accept for credit.

For a full list of tests and other testing programs offered, call the education center at

Top 3 to award scholarships

The Whiteman Top 3 Association will give away three \$300 scholarship grants to Whiteman Air Force Base enlisted members and their families. Funds come from a variety of Whiteman Top 3 fundraising activities, such as die cast model sales, and POW/MIA bracelet sales. For more details, call Master Sgt. Gerald Crowley at 687-6134.

Language profiency pay changes

RANDOLPH AIR FORCE BASE, Texas-The Office of the Secretary of Defense recently approved new Foreign Language Proficiency Pay rates that will increase entitlements for eligible and

qualified military members that began Thursday, while eliminating FLPP for others.

The highest maximum pay rate for a single-language proficiency increases from \$200 to \$500 per month; likewise, the maximum pay rate for multiple-language proficiency increases from \$300 to \$1,000 per month.

The Defense Department also has identified several languages as "abundant or surplus," for which sufficient strategic capability already exists. These languages are Spanish, Tagalog, Portuguese, German, Italian, Russian, Korean and French

The Air Force will no longer pay FLPP to members in these languages unless they are performing language duties in an authorized AFSC or language-designated position.

Airmen currently receiving FLPP pay for abundant or surplus languages will continue to receive their current pay until July 1, when their entitlements will end.

The incentive payments will no longer be limited to two languages. An individual claiming proficiency for more than two Department of Defenseapproved languages may receive FLPP for all languages up to the \$1,000 monthly cap. Additionally, a secret security clearance will no longer be required for eligibility to receive pay.

For more information, contact the base military

(Courtesy of Air Force Personnel Center News Service)

Gen. Moseley knighted for contributions to international relations

By Staff Sqt. C. Todd Lopez Air Force Print News

WASHINGTON— Chief of Staff of the Air Force Gen. T. Michael Moseley was knighted during a ceremony at the British Embassy here May 30.

The honorary knighthood, at the suggestion of Queen Elizabeth II, stems from the general's contributions

United States-United Kingdom relations while he served as commander of the air war over Afghanistan and Iraq at the onset of the war on terrorism.

General Moseley learned he would receive the award in Jan-

He said he was both honored and surprised that the United Kingdom has chosen him for the recognition.

"It is, of course, a great honor to be recognized in this way," he said. "It's really a tribute to the outstanding cooperation between our two great countries and, of course, a tribute to the historic and continuing relationship between the Royal Air Force and the United States Air Force. I am humbled to represent our wonderful Airmen and I am honored to be considered for this recognition."

The general will be given the honorary title "Knight Commander of the British Empire," and will be a member of the Order of the British Empire.

Other Americans with honorary knighthoods include: retired Army Gen. and President Dwight D. Eisenhower; President Ronald Reagan; retired Gen. Jimmy Doolittle; retired Gen. Carl Spaatz; retired Gen. Brent Scowcroft; retired Army Gen. Tommy Franks and retired Army Gen. and former Secretary of State Colin Powell.

King George V created the Order of the British Empire in 1917, during World War I.

The only criterion for being included in the order is valuable service to the British Empire.

There are more than 100,000 living members of the order throughout the world. Every four years, members may attend a service at the order's chapel in the Crypt of St. Paul's Cathedral in

Whiteman says goodbye

On May 25, an era came to an end. Mayor R.E. Harris, the mayor of Cole Camp, Mo.,

passed away.

Cole Camp has been the "sister city" for the 509th Medical Operations Squadron for the past several years. During that time, Mayor Harris, "R.E.," time and again demonstrated his dedication and support for the men and women of Team Whiteman in a variety of ways.

Ways.

He was always present for any combined Base Community Council function, oftentimes delaying a Cole Camp meeting so that he could attend the Whiteman BCC event.

R.F. openly invited Team Whiteman members to come visit Cole Camp and experience R.E. openly invited Team Whiteman members to come visit Cole Camp and experience

their warm, welcoming hospitality.

their warm, welcoming nospitality.

Under R.E.'s leadership, Cole Camp businesses began an annual "Whiteman Appreciation Day," which gave special discounts to any Whiteman member shopping that day.

Also, R.E. and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects, and the 509th Medical Group team were able to work on several projects. Also, R.E. and the Jobh Method Group team were able to work on several projects, ranging from helping improve the city's preparedness for a natural disaster, clearing the land for a much needed new water tower, to finally helping improve the Cole Camp Animal Shaker's holding facility by building a "dog rup" area

land for a much needed new water tower, to finally helping improve the Cole Camp Animal Shelter's holding facility by building a "dog-run" area.

R.E. never tired of being associated with Team Whiteman and doing everything he possibly could to make our lives a little better in so many different ways.

I would be remissed if I didn't mention that R.E. was a veteran. He proudly answered the call of our nation when he volunteered to serve during the Korean War. He was an infantrymen with the U.S. Army. Though, as with most soldiers who've experienced combat, he rarely discussed his experience, I know that R.E. was humbled that he had made it home, saddened by those comrades in arms that did not, and dedicated to keep their sacrifice alive and by working as a positive influence.

He carried forth that mission with passion and honor.

He carried forth that mission with passion and nonor.

Mayor Harris was not just a professional associate, he was also one of my mentors, a friend, and above all a brother in Christ. R.E. has left a solid, significant legacy of hope, well-being and a belief in our positive potentials to make a difference in our world if we will just try

well-being and a collection will just try.

We have lost a dear friend, but R.E.'s legacy does indeed live on in each of us that will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There will be a Celebration of Life Memorial Service today at 3 p.m., at the Cole Camp There wil United Methodist Church. I know R.E. would appreciate having any Team Whiteman member who could make it join us there.

Sincerely,

Lt. Col. Jeffery Johnson 509th Medical Operations Squadron commander

103 Whiteman members promoted in June



Janine Smith, 13th Bomb Squadron Martin Remmenga, 509th Bomb Wing Jeffrey Nagy and Jamie Wilkinson, 509th Communications Squadron James Hanna, 509th Maintenance Squadron Erica Craig, 509th Security Forces

Squadron Cortney Bowman, Reginald Brown, Alison Osborn, Lateasha Shilling, Chas Vales and Zachery Walker, 509th Services Squadron



AIRMEN 1ST CLASS

Michael Mason and Patrick Torres. 509th CS Jorge Newman, 509th Logistics Readiness Squadron Craymon Ashford, 509th Medical Operations Squadron Devin Bos, Mathew Calloway,

Barret Chappelle, James Hall,

Rosie Munoz, Carlos Perez, Brandon Richards and Erika Zaler. 509th SFS



SENIOR AIRMEN

Scott White, 394th Combat Training Sauadron Justin Albrecht, Daniel Ball, Patrick Bost, Kristian Fugrad, Jason Gatton, Jack Richardson and Joshua Worley. 509th Aircraft Maintenance Squadron Sophia Dobbins, Michael Fagan, Justin Jackson, Jason Ostberg and **Sarah Ware**, 509th Civil Engineer Squadron Bianca Hernandez, Travis Holloway, Michael Howell, Duong Ngo, Sarah Phillips, Stephanie Pinon, and Rvan Stevens, 509th LRS Phillip Bonney, Stephen Daniel, Joshua Deal, Jeremy Dickerson, James Gibson, Timothy King, Jared Messinger, Ageel Mitchell and Monty Williams, 509th MXS John Kendhammer, 509th MDOS Jenna Coyle, 509th Medical Support

Patrick Collard, Beau Gish, James Johns and John Kalney, 509th Munitions Squadron Michael Bermudez, Benjamin Busa, Gabriel Cruz, Travis Daniels, Jonathan Elliott, Scott Forsythe, Denera Henderson and Brian Scott. 509th SFS



STAFF SERGEANTS

Michael Cole, 393rd Bomb Squadron Jack Pvle, 509th AMXS Joshua Leonhart and Deanna Summers, 509th CE Anthony Muller, 509th CS Jeffrey Campbell and Aneika Munoz. 509th LRS Bryan Taggart, 509th MXS Thomas Dec, Christopher Ellis and Rachel Hoyt, 509th MXS Craig Mever, 509th MUNS Daniel Endris and Aaron Ford, 509th Operations Support Squadron Tomie Henson, John Kinsella and Kvle Westendorf, 509th SFS



TECHNICAL SERGEANTS

Christopher Spencer, 509th AMXS Stewart Herringshaw, 509th CE Mark Dulaney and Jason Kibler, 509th MXS Andrew Feistel and Danielle Gresser, 509th OSS Christopher Carrier, 509th SFS Bryan Gilbert, 72nd Test And **Evaluating Squadron**



MASTER SERGEANTS

Benjamin Huseman, 509th CE David Cotrell and Robert Schlatweiler, 509th LRS **Darron Hunter**, 509th Maintenance Group Curtis Bailey, 509th MXS Lorrin Arringtonsavage and Marc Funston, 509th MDOS Geoffrey Sparks, 509th SFS James Spinks, 72nd TES

Balance, from Page 2.

on Fridays we conduct ground training and can get everyone together for group PT.

Here at Guam, we are doing just that, and everyone is getting in better shape. The point here is to think outside the box and come up with creative solutions to ensure fitness is a priority and part of that balance.

■ Spiritual fitness. The often overlooked, but critically important, area of our lives that must be part of this balance is spiritual fitness. We all view spirituality a little differently, but can all relate to what gives us inner strength, guidance and peace.

Many of us find strength and a sense of purpose through helping those less fortunate than ourselves.

On Guam, we are giving some of our time back to the community by volunteering with the local Habitat for Humanity chapter, spending time with children in the hospital's pediatric ward, and honoring local villagers who have lost their lives serving in the U.S. armed forces.

The Air Force has recently released a new policy on how we conduct ourselves publicly in regards to our faith. The bottom line is to respect one another and each individual's right to their beliefs.

How do we achieve this balance? One, we must challenge ourselves and our units to find ways to operate more efficiently.

This is no easy task, but our senior leadership is making hard choices that as they trickle down will force us to do the same. We will get the job done, but at the end of the day we want to look back and say we enjoyed the journey. And, we want our family to feel the same way.

Two, as individuals we must make choices that balance the four areas above – work, off-duty time, physical and spiritual fitness.

This will require some sacrifice, which needs to be spread across these areas. If we always choose work, the other areas will suffer.

We are all defined by the relationships we develop, not our job or duty title. We will be remembered through the people we helped, the children we raised, and the impact on our communities, nation and world.

Each one of us raised our hand and agreed to serve this great country with all that we have, to include death if required.

However, to really be the best we can be, we must serve with a balanced approach, sending a clear message that life is too short to do otherwise.



Diversity Strengthens us

By Chief Master Sergeant David A. Isaacson

442d Fighter Wing command chief

hen most of us attempt to define diversity, race is probably one factor that first comes to mind. However, while race is a key element in what makes us different, diversity is about much more than race alone. Our differences can be as obvious as the color of one's skin or more intrinsic, such as our religious

beliefs, sexual orientation or politics.

Each of those elements defines who we are, and as part of a changing culture, it's

inevitable that we will cross paths with people who are unlike us in many aspects of life, including our military profession.

The word heterogeneous means a compound, mixture or other such object that consists of many different items, which are often not easily sorted or separated, though they are clearly distinct.

America has been called the melting pot. That term "melting pot" is a metaphor for the way in which heterogeneous societies develop, in which the ingredients in the pot (iron, tin; people of different backgrounds and religions, etc.) are processed until they lose their discrete identities and yield a final

product of uniform consistency and flavor, but which is quite different from the original inputs.

The demographics within our military community are rapidly changing.

In the United States, populations that are today's minorities are growing at rates that may make them the emerging majority in years to come.

According to the 2004 U.S. Census, the Hispanic population will increase from 36 million to 103 million by 2050, the Asian-American population from 11 million to 33 million and the African-American population from 36 million to 61 million.

With this growth, come differences in language, culture, values and beliefs — all factors in how we do business. These factors will directly affect the work environment within the military.

Diversity is an incredible asset, provided we can glean from it the positive attributes it brings to our particular organization.

Regarding diversity in the military, Dr. Sheila Widnall, former Secretary of the Air Force, stated, "We don't see things as they are; we see them as we are. If we're all of like mind, we'll never see the flaws in our arguments. Since diversity guarantees criticism, because of differing opinions and viewpoints, it fuels the vitality of an organization."

Private organizations are increasingly using diversity initiatives to develop an environment of cooperation and communi-

cation that encourages members to value and express differing ideas and viewpoints. From this perspective, valuing diversity is not merely recognizing the legitimacy of differences, but relying on these differences for competitive advantage.

Elizabeth Pathy-Salett, president of the National Multicultural Institute, notes that, "As our nation becomes more culturally diverse, we are presented with a series of opportunities and challenges for the future.

"Can we capitalize on the strength that emanates from our differences? Can we create a work environment that draws upon the talents of all our workers? Can we attract a diverse market, serving a variety of tastes and interests?

"Our ability to meet these challenges will have an enormous impact on worker productivity, management strategies and organizational success."

By adopting and capitalizing on diversity we are likely to experience the following benefits: improved morale, improved quality and acceptance of decisions, increased efficiency and productivity and more effective teamwork.

The adage, "variety is the spice of life," applies appropriately to the issue of diversity.

We are an effective team because of all the different attributes we collectively bring to the table, and those differences are what make us the most effective military force in the world.

TRICARE policy expands coverage for OB ultrasounds

By Mark Jecker TriWest Healthcare Alliance

Although taking an ultrasound peek to satisfy curiosity over whether it's a boy or a girl isn't covered by TRICARE, a new policy change expands the types of diagnosis to include a greater variety of clinical circumstances than before.

TRICARE's new policy for ultrasounds, which took effect April 1, allows for additional "medically necessary" reasons, based on the provider's documented diagnosis.

Additional justifications for an ultrasound covered under the new policy are:

estimating gestational ageevaluating fetal growth

- fetal well-being, including cardiac activity
- evaluating a suspected ectopic pregnancy
- vaginal bleeding during pregnancy
- diagnosing or evaluating multiple gestations
- evaluating maternal pelvic masses or uterine abnormalities
- evaluating a suspected hydatidiform mole.

Previously, TRICARE benefits covered only obstetric ultrasounds, also known as sonograms, that were required to diagnose and manage "high-risk" pregnancies, and those conditions are still covered.

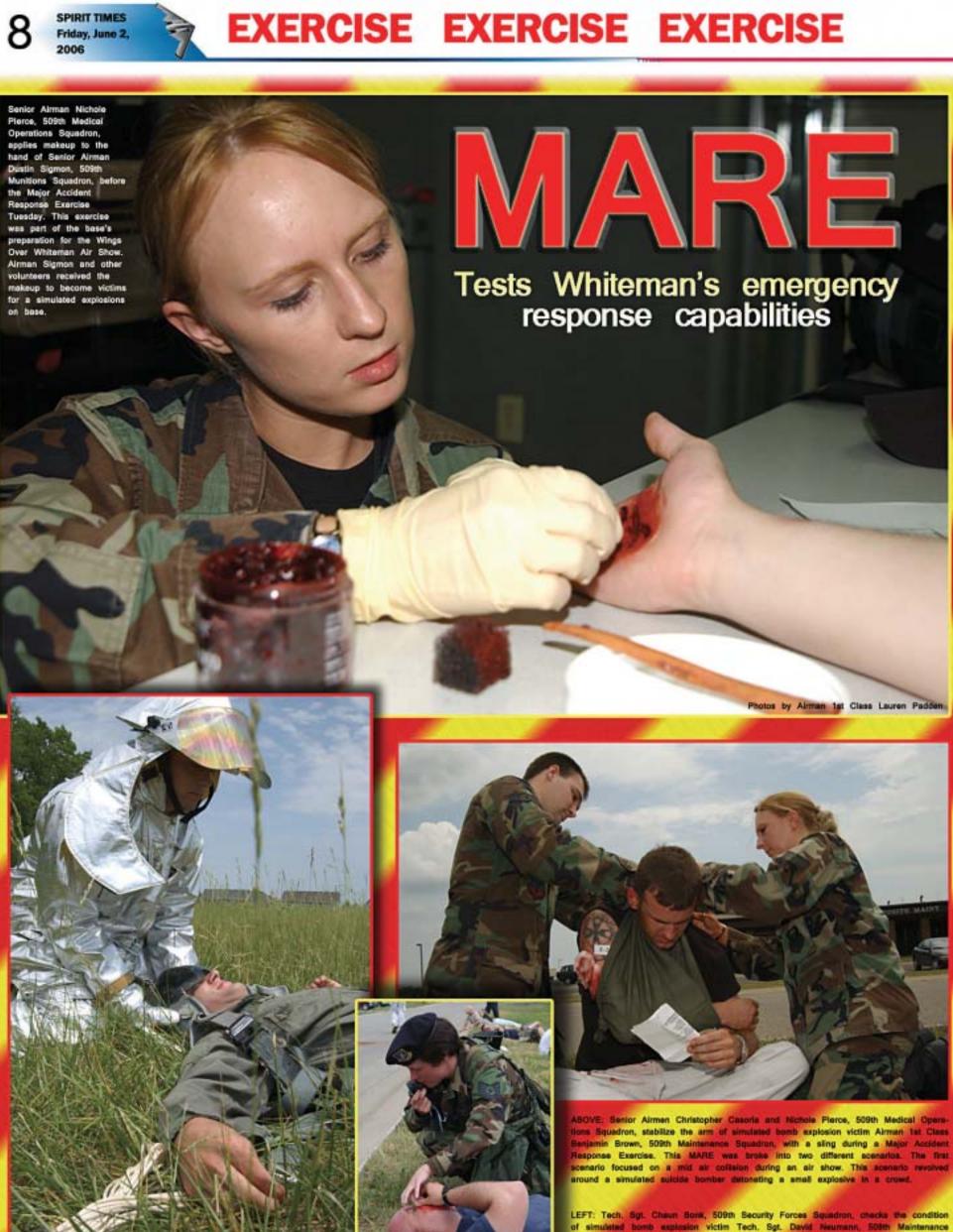
They include multiple fetuses, a history of two or more spontaneous abortions, shortage or excess of amniotic fluid, potential genetic disorders, advanced maternal age (older than 35), fetal infections, fetus affected by maternal conditions unrelated to pregnancy, short gestation and low birth weight, long gestation and high birth weight, and a prior cesarean section.

OB ultrasounds that are not medically necessary are not covered by TRICARE.

These include those performed for purposes of "screening," routine evaluations, or to determine the gender of the unborn baby.

If you are unsure whether your OB ultrasound meets the above requirements, please contact 1-888-TRIWEST (1-888-874-9378) for assistance.





Altern Matthew Miller, the CMI Engineer Squadron, statistizes the neck of simulated downed A-10 pilot Airman 1st Class William Bryant, the Medical Support Squadron, during a Major Accident Response Exercise, in this exercise scenario, Airman Bryant ejected moments before his plane crashed into a field during an aerial display at an air show on base.

LEFT: Tech, Sgt. Cheun Bore, 509th Security Forces Squadron, checks the condition of simulated bomb explosion victim Tech, Sgt. David Neumann, 509th Maintenance Group, during the second scenarios of the MARE Tuesday. As first responders, one of the roles of security forces, fire fighters and medical personnel is coring for wounded and ansuring the safety of people is and around accident sites. This MARE was designed to give Whiteman first responders. Emergency Operations Center (formerly the Disester Control Group) and base personnel real-world training in preparation for the upcoming Wings Over Whiteman Air Show June 17-18.

FAMILY ALBUM



SPIRIT TIMES FRIDAY, JUNE 2, 2006



Jenna Trinette, daughter of Tech. Sgt. James and Larri-Sue Moody, was born April 4, and weighed 9 pounds and 11 ounces



Xavier Matthew, son of Capt. Jason and Nicole Ellis, was born April 18, and weighed 7 pounds and 13 ounces.



Hank Christopher, son of Tech. Sgt. Matt and Johnna Natali, was born May 11, and weighed 8 pounds and 13 ounces



Kelsie Rae, daughter of Staff Sgts. Jace and Angela Funkhouser, was born May 15, and weighed 7 pounds and 6 ounces.

About the family album

The family album is a Team Whiteman section that runs in the *Spirit Times* every month.

Parents interested in placing a

newborn's photo in the *Spirit Times* can either submit a non-copyrighted photo or have a photo taken 7:30 a.m.-4 p.m. Mondays, Tuesdays and

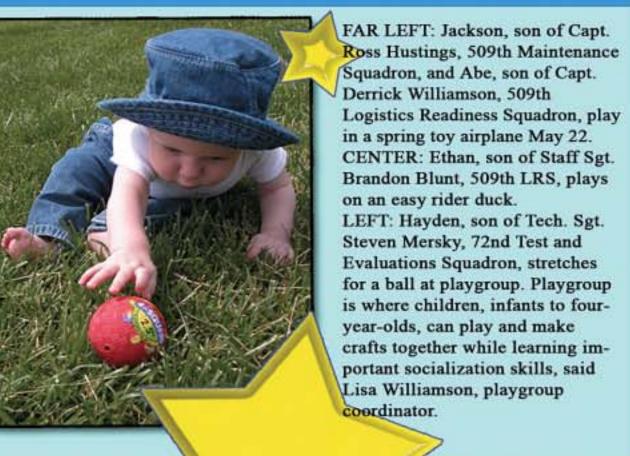
Fridays in Bldg. 509, Suite 111.

For more details, e-mail spirit.times@whiteman.af.mil or call 687-6133.









Photos by Staff Sgt. Rob Hazelett



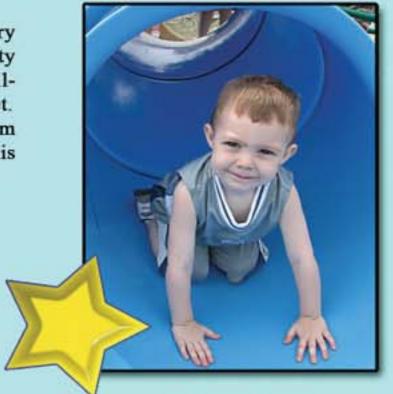
LEFT: Playgroup children play on a spring-loaded easy rider race car as part of a playgroup activity.

RIGHT: Abby, daughter of Capt. Derrick Williamson 509th LRS, and Jackson, son of Capt. Ross Hustings, 509th Maintenance Squadron, try to cross over the rubberized steps at Skelton Lake Park May 22.



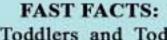
■ The Parents-of-Pre-Toddlers and Toddlers group meets every Monday, excluding holidays, from 1-2:30 p.m. at the Community Activities Center. For more information, parents can call Lisa Williamson at 422-8367 or e-mail her at WilliamsonTwins@charter.net.

playgroup, parents can call Diane McMullin at 687-4243.



ABOVE: Mothers and children from the Parents-of-Pre-Toddlers and Toddlers playgroup take a break during one of their recent outings. "Playgroup is a great way to meet people and you'll learn you aren't the only one going through something or feeling a certain way. We've all been there. Every member of playgroup has experienced the rewards of participation," said Lisa Williamson, who has coordinated the group since April 2003.

LEFT: Makaio, son of Staff Sgt. Matthew Sutton, 509th Logistics Readiness Squadron, emerges from a tunnel slide.



■ The Moms Pops and Tots playgroup is held each Thursday from 10 a.m.-noon at the base chapel annex. For more information on this



Safety first

By Capt. Tony Wickman 71st Flying Training Wing Public Affairs

Across

1. Internet provider

4. Latch 9. Thailand once

13. Safety gear, in short 14. Immerse in liquid

15. Sleeping disorder 16. Droop

17. Impale 18. Wagons

19. Italian-born fashion designer Schiaparelli

21. Light humorous, nonsensical verse



May 26 answers

item

30. Creeks 36. Chinese general's 5. __ of luxury; easy street

famous chicken 37. Yes

38. Head protection 39. Commandeers

41. Johanna Spyri's children's story

42. Stone fruit 43. Oldest state-supported

U.S. military college 45. Trespass

46. Sight protection item

49. Head protection item

51. More domineering 53. Driving protection

item 58. Throw

62. Skylighted central areas

63. Cruddy 67. Health resort

68. Guide by a wheel

69. Follow 70. Axis

71. Char

72. Harvests 73. Mil. defense advocate

Down

1. Church part

2. Semiprecious stone

3. Lower limbs

4. NBC rival 6. Dined

7. 2004 movie We Dance

8. Dangers 9. Box

10. Latin ID for Jesus

11. MAJCOM Vance AFB belongs to

12. Respiratory protection item 15. Pilot with 5+ kills

20. European mount

22. Urban legend 24. Go by

25. Fellow

26. Ripen

27. Solo instrument composition

28. Estimate 29. Path

31. Bring back to work 32. Subject of Deep

Impact 33. Pennsylvania people

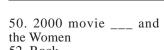
34. Reporters 35. Term

40. Embroider

43. DVD predecessor

44. - tai drink

47. Honest prez. 48. Wheel



52. Rock 53. Lip

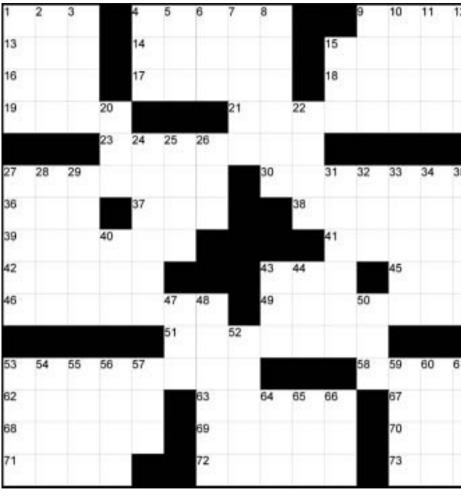
fix 55. Region 56. Column

57. Prohibit 54. Kitchen or leather suf- 59. Federal safety org. 60. Tater

61. Mil. First Aid course 64. Born in the

65. Dine

66. No alternative



Airmen take care of Airmen during safety campaign

By Master Sgt. Dawn Hart

96th Air Base Wing Public Affairs

EGLIN AIR FORCE BASE, Fla. — Summer is the time of year when children get out of school and families hit the road for that long-awaited vacation, or just get together for a day at the beach. It's also the time of year when more accidents typically happen.

The 101 Critical Days of Summer officially runs from May 26 through Sept. 5. This year's theme is "Airmen taking care of Airmen."

"Whether summer activities involve sports, driving,

hiking, climbing or a variety of other pursuits, each member should be aware of what their co-workers and friends have planned and step in if it appears proper safety precautions are lacking," said Lt. Col. Kevin Sluss, Air Armament Center chief of safety.

Although accidents have been on the decline over the past several years in the Air Force, one is still too many. The Air Force experienced 83 fatalities in fiscal year 2003, 84 in 2004 and $6\bar{6}$ in 2005.

Safety officials ask that everyone take a few extra minutes and take time to recognize the risks that accompany both on- and off-duty activities. Doing so, may reduce or eliminate the risks entirely.

The following are safety tips from the National Safety Council:

■ Never let children swim unsupervised.

- Drowning isn't the only danger there's lightning. If you see storm clouds or hear thunder, get out of the water immediately to avoid electrocution.
- Never consume alcohol when operating a boat or swimming.

■ Always use approved personal flotation devices.

■ Don't underestimate the power of water. looks calm, it can have undertows or rip tides.

- Wear safety belts properly never put the shoulder belt under arm or behind head.
- Air bags are not a substitute for safety belts they're designed to offer extra protection, along with lap and shoulder belts.
- Children should remain in a safety seat with full harness as long as possible, at least until they reach 40 pounds.
- Don't drink and drive alcohol is a factor in more than 40 percent of all motor vehicle fatalities.
- An average of one person every two minutes is injured in an alcohol-related crash in the United States.
- Focus on driving and reduce your risk the National Highway Traffic Safety Administration estimates that 25 percent of all crashes involve some kind of driver distraction.
- Learn to recognize aggressive driving behavior in yourself and others: speeding, tailgating, making sudden and frequent lane changes, failing to yield right of way, ignoring traffic signals. These behaviors cause more than 50 percent of all crashes.